

Marshall University Classified Staff Council Minutes August 17th, 2023, Virtual Meeting via Microsoft Teams

Members Present: Jesse Baldwin, Nina Barrett, Lacie Bittinger, Crystal Brooks, Tim Cline, Beretta Coleman, Anna Evans, Samantha Holiskey, Carol Hurula, Heather Lowe, Becky Lusher, Nick Martin, Teresa Meddings, Carleen O’Neill, Lisa Ransbottom, Justin Tyler, Tony Waugh, Amy Weaver, Rob Williamson

Members Absent: Larry Morris,

Members Absent (Excused): Anita Mathis, Lisa Maynard, Terri Thompson,

Guests: Mike Adkins, Ronald Area, Hailey Bibbee, Beverly Boggs, Sharon Booth, Johnny Bradley, Kae Bradley, Mark Brame, Kathy Brannock, Monica Brooks, Butch Burriss, Pat Campbell, Mary Chapman, Judy Clark, Kassandra Contreras, Meg Cyrus, Tiffani Daniels, Kaleigh Decker, Maggie DeLong, Marc DeLong, Misty DiSilvio, Bob Dorado, Travis Edmonds, Katrina Eskins, Bruce Felder, Jenny Frazier, Kenneth Greenwood, Cody Hall, Joyce Harrah, Katherine Hetzer, Eric Himes, Linda Holmes, Darlene Howell, Brandi Jacobs-Jones, Crystal Kendrick, Chris Key, Simone Kompanek, Leann Lemon, Sebastian Lopez, Leonard Lovely, Leslie Lucas, Kelly Marcum, Linda Massie, Carissa McDonald, Michael McGuffey, Char McKenna, Nathan Miller, Avinandan Mukherjee, Carl Mummert, Katherine Murphy, Becky Neace, Rebecca Pack, Ginny Painter, Sara Payne, Jodie Penrod, Daniel Persinger, Tabby Puckett, Angel Rammel, Alice Roberts, Angie Rose, Jerry Ross, Emily Roush, Shawn Schulenberg, Tyler Sharp, Tracy Smith, Julia Spears, Wes Spradlin, Sarah Stephens, Tatum Walker, Allen Taylor, John Taylor, Erica Thomas, Matt Tidd, Mary Waller, Lance West, Rachel Williamson, Marie Willis, Kathi Wintz, Miriah Young, Jodi Zimmerman

Chair Tony Waugh called the meeting to order. Parliamentarian Becky Lusher verified there was a quorum.

John Marshall Service Award

- Bruce Felder announced the August 2023 recipient of the John Marshall Service Award.
 - The recipient of the award was Sandee Lloyd from the Registrar Office.
- The John Marshall Service Award recognizes staff that support our vision by providing exceptional service to our students, co-workers, and the community in which we serve.
- JMSA nomination form can be found at <https://www.marshall.edu/human-resources/john-marshall-service-award/>.
- Nominations can be submitted by supervisors, staff, co-workers, faculty, and students.

Avi Mukherjee – Provost

- **New Faculty** – 42 new colleagues have joined us for this semester.
 - College of Arts and Media – 2
 - College of Business – 2
 - College of Education and Professional Development – 7

- College of Engineering and Computer Science – 2
- College of Health Professions – 7
- College of Liberal Arts – 15
- College of Science – 5
- Division of Aviation – 1
- School of Pharmacy – 1
- **Enrollment**
 - Currently 4.8% above last year's total enrollment.
 - 10,207 students enrolled.
 - 472 more individual students than last year on the same day.
 - 5.1% increase in undergraduate student population
 - 7.9% increase in graduate student population
 - Professional students in medicine, pharmacy, etc. currently show a negative 8% in enrollment.
 - Metro student numbers are up:
 - 21% increase in undergraduate
 - 10 increase in graduate
 - Total of 160 more metro students than this day last year.
 - In order to break even after lowering the metro student prices we needed at least an additional 90 students.
 - Graduate programs have 22 more international students than last year.
 - Increase in transfer, online, and dual enrollment students.
 - Current number of enrolled freshmen: 1778
 - This time last year: 1559
 - Increase of 14%
- **Retention**
 - First-to-second year retention is 78.8%, meaning that 78.8% of first-year students who started at Marshall last year are returning this year. This is an increase from 75.3% retention last year, and 71.5% two years ago.
- **Q:** What is our 6-year graduation rate this past year?
 - **A:** 52%
- **Q:** Is there a plan to reach out to WVU students who were in majors no longer offered at WVU?
 - **A:** There has been discussion but no action at this point. We have, however, been in touch with former students of Alderson Broaddus College, which closed down.

Matt Tidd - CFO

- **Finances**
 - We had assumed a 2.5-3% decline assumption in enrollment for the FY24 budget, but we are instead looking at a 5% increase.

- Assessments are up around \$2.5-3 million for this fall compared to last fall.
- We are in a good position to achieve our goal to break even by FY27.
- **Budget Workgroup**
 - The committee, which Tony Waugh represents staff on, met for the first time that same day after not having met for some years.



History of the Budget Work Group

- **Formed in April 2013**
 - President Kopp sent memo to constituent groups requesting representation to provide input and recommendations on FY14 Budget
- **October 2013**
 - Memo to reengage with expanded membership
- **2014 – 2019**
 - Periodic meetings to engage constituents on various budget related topics
- **April 2020**
 - Email message from President Gilbert
- **November 2021**
 - One meeting to discuss FY22 Budget
 - No meetings since

2023 Purpose of Budget Work Group

To bring together representatives from the entire campus to guide the University to financial breakeven by FY27. The group will meet monthly to discuss best practices in purchasing, discuss and analyze spending habits, and identify areas of waste and savings opportunities.



The **Save-to-Serve** initiative is a **top priority** that will put the University on a path to **financial success** by **FY27**. The **purpose** of Save-to-Serve is to identify and take action on **savings opportunities, spending habits, and areas of waste**. With a goal of **\$14m** of savings over the next 4 fiscal years, the entire campus will be **united in Serving the University by Saving**

Budget Work Group

Representatives from entire campus that will guide and operationalize the Save-to-Serve initiative

- Faculty Senate
 - BAPC
- Graduate Council
- Classified Staff
- Non-Classified Staff
- Student Government
- Dean
- Department Chairs
- Athletics
- Research Corp
- Academic Affairs
- Administration
- Finance

- Monthly Meetings
- Purchasing Best Practices
- Spending Deep Dives

The Goal

\$14 million FY24 – FY27

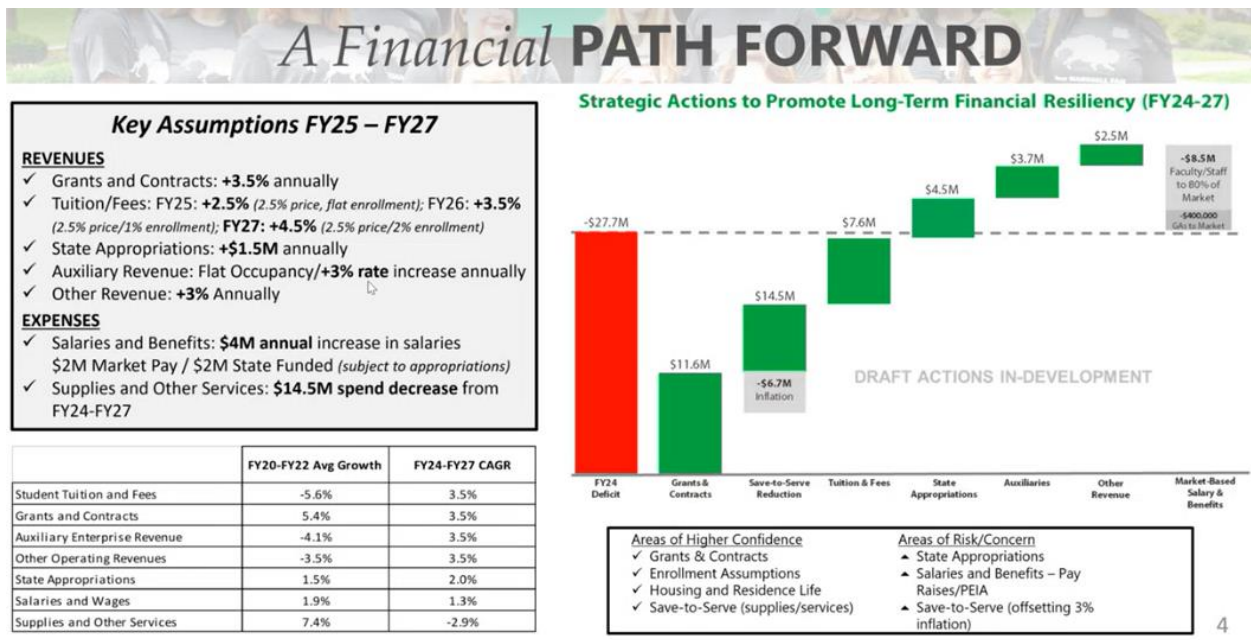
FY24: \$3m
FY25: \$4m
FY26: \$5m
FY27: \$2m

- How:**
- Transparency
 - Data
 - Education/Communication
 - Action

- What:**
- Non-Personnel Spending
 - P Card Spending
 - Supplies and other Services
 - Contracts

• **Save to Serve**

- Will bring everyone together to help guide the University to break even by 2027.
 - We don't plan to stop at breaking even, but to continue to produce savings that will allow us to reinvest in our staff.
- There will be monthly meetings, discussions of best practices and purchasing, analyzing financial habits, tracking University spending each month, and identify areas of waste and ways to save.
- There will be a communication in the coming weeks explaining the save-to-serve initiative, which is a top priority and will put the University on a path to financial success.
- The goal of \$14 million in savings in four years starts heavy in FY24 with a goal of \$3 million.
 - We will be looking for ways to save, questioning things, and employees are encouraged to challenge what we're asking. It will all be transparent, and data informed.
 - There will be educational sessions and communications.
 - We are already well on our way with the current trends in enrollment, tuition and fees.
 - Great enrollment trends will also lead to great housing, dining and athletic trends.
- The State of WV is buying into this University in having given \$45 million to support our cyber security program.



- The following are supplies and other services from the FY22 financial statements, and rough estimates of where we will end FY23 at. These are line items in our financial statements in which we are trying to save.

FY22 and FY23 Supplies and Other Services

FY22 Supplies and Other Services		FY23 Supplies and Other Services - Est	
ACCT_TITLE	Sum of FIN STMT AMT	ACCTNAME	Sum of Amount
Annual Software License/Maintenance	3,831,744.72	71225 Consultant Payments-Cap Asset Proj	8,322,257.56
Contracts-Research,Educational,Med	3,286,068.64	70275 Annual Software License/Maintenance	5,354,693.04
Professional Services	2,919,484.97	71431 Building Improvements	3,786,850.98
Inter-Agency Agreement-Indirect Cost	2,833,832.00	70280 Inter-Agency Agreement-Indirect Cost	3,533,832.00
Self Insurance - Malpractice	2,495,512.40	70268 Team Travel	2,643,894.23
Malpractice Insurance-BRIM	2,223,592.00	70322 Malpractice Insurance-BRIM	2,540,170.00
Consultant Payments-Cap Asset Proj	1,997,342.15	70290 Vehicle Rental	2,400,318.04
Centrally Funded IT Charges	1,791,308.85	70771 Ebooks/Online Subscriptions	1,985,057.78
Team Travel	1,781,920.88	70251 Consultants & Consulting Fees	1,883,713.66
Payment of Claims-1099 Reportable	1,752,323.72	70341 Recreational Supplies	1,840,050.12
Recreational Supplies	1,434,327.01	70640 Routine Maintenance Buildings	1,733,615.43
Routine Maintenance Buildings	1,385,557.18	71491 Land Purchases	1,696,213.85
Ebooks/Online Subscriptions	1,255,504.64	70247 Centrally Funded IT Charges	1,522,099.69
General Liability&Property Ins-BRIM	1,160,386.00	7999E Lost Revenue Expense-CARES Grants	1,463,596.21
Computer Equipment less than \$5000	1,104,376.32	70249 Telephone-Other	1,191,377.69
Computer Services - Internal	1,058,432.54	70321 General Liability&Property Ins-BRIM	1,165,366.00
Insurance Costs	974,026.94	7026C Training & Development Travel	968,385.04
Building Improvements	962,151.60	70258 Contracts-Research,Educational,Med	952,451.95
Rent - Building	948,677.04	70220 Rent - Building	942,979.85
Telephone-Other	913,099.70	71501 Building Purchase	911,790.04
Total	59,505,848.39	Total	75,317,181.20

- One of the first areas we will look to for savings is Purchasing.

Purchasing at Marshall

- Ensures that buyers acquire resources at the **best prices** according to quality, quantity, location, and time
- **Minimizes risks** and bringing stakeholders the **greatest benefit** while operating in **compliance** with:
 - West Virginia (WV) State Code
 - West Virginia Higher Education Policy Commission (WVHEPC)
 - Marshall's internal purchasing policy (FA-9).



Key Purchasing Policy and Procedure Points

1. Follow Bid Thresholds

- a) Purchases >\$25k must have three quotes
- b) Purchases >\$50k must be advertised to the public

2. After-the-Fact Purchases

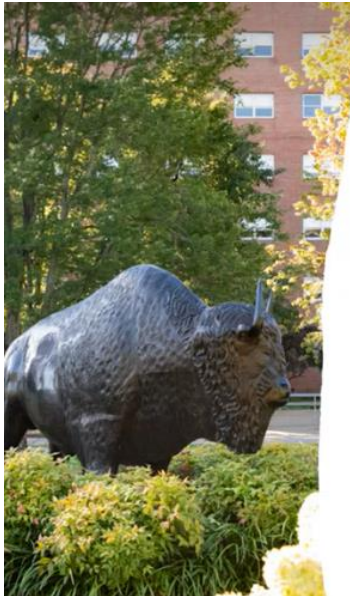
- a) No good/service shall be rendered prior to an approved purchase order being issued.
- b) After-the-fact purchases will no longer be approved as of August 31, 2023. The individual violating policy/code can be held personally liable for the invoiced amount.

3. Terms and Conditions

- a) All purchases that have associated terms and conditions MUST have Marshall University terms and conditions (or WV-96) signed and on file.

4. Signature Authority

- a) The only individuals that have signature authority to sign any contract or agreement **are limited to** the President, Chief Legal Counsel, Chief Financial Officer, and the Chief Procurement Officer/ Director of Purchasing. Again, the individual signing can be held personally liable per WV State Code.



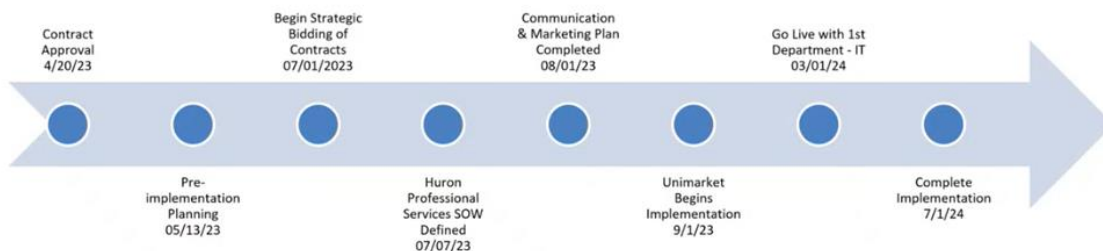
The Future of Marshall University Purchasing

MU can establish **better control over spending** and optimize financial processes to further our goals. By implementing an e-procurement system and utilizing purchasing services, MU can ensure that stakeholders are purchasing products effectively and efficiently for the **greatest value** while staying in **compliance**.

- e-Procurement System
- Key Performance Indicators
- Standard Operating Procedures
- Adoption of Best Practices
- Accountability
- Top down support



Approximate Timeline for Marketplace Implementation



- **Q:** Will departments which have been underinvested in historically have the opportunity to correct that?
 - **A:** Yes. Budget planning will be to start with the previous year's activity, but then departments will have the opportunity to make specific requests.

Bruce Felder – Human Resources

- **Employee Survey**
 - Resulting from the President's listening tour, we will begin to do an annual employee survey.
 - We will be working with a world class company who does this for multiple agencies around the US, including similarly sized colleges.
 - The survey will begin to be distributed via email in September.

Tracy Smith – Safety

- Environment, health and safety training initiatives are a current priority.
 - Individuals who need specific training have been identified and eventually a page on the human resources page will direct employees to what training is needed for particular positions.
- Many of the paper forms used in safety have been transferred to online submission forms.

Sara Payne – Government Relations

- **Legislation**
 - A bill passed which secured \$45 million in State appropriations for Marshall to use on our new cyber building. The Governor was supposed to come for Marshall for a bill signing, but that was rescheduled for Tuesday, August 22nd.
 - The House Bill 114, relating to PEIA funding, does not have any impact on Marshall.
- **Virtual Open House**
 - Government relations will hold their first open house on September 13th on Zoom.
 - Everyone is invited, and employees are encouraged to attend and bring ideas they may have that could save the State some money or want to address policies that need updating.

Approval of Minutes

- The June 15th and July 20th minutes were approved as written.

Carol Hurula – Board of Governor's

BOG Representative – Carol Hurula

** This is my interpretation of each meeting, presentation, and individual reports. Notes are written in my words and are not verbatim words of speakers. I have attempted to share the updates as closely as possible to the content. Any questions or clarification, please notify me. *Forgive any typos.*

BOG Meeting on Tuesday, August 8, 2023 at Glade Springs.

- Approval of minutes for June 21, 2023.

- **Academic and Student Affairs Committee** (Avi Mukherjee and BOG Committee Chair – Kathy D’Antoni)
 - Approval BOG Policy SA-1
 - Tabled BOG Policy GA-20 for further review
 - Approved BOG Policy GA-10
 - Approved BOG Policy GA-1
 - **Policies will be on the BOG Website for 30-day comment period. Please review and submit any comment you have regarding these changes to Jendonnae Lycans as noted on the web.
 - Informational Item Annual Academic & Student Activity Calendar Wheel on how information will be presented to the BOG in six segments.

- **Provost Update** (Avi Mukherjee)
 - Retention 80% fall 2023 to Fall 2024: prior 75% & 71%.
 - Big 5 Priorities. Strategic Enrollment Management (10 segment recruiting), Transformative Student Success, End-to-End Experience, In-Demand Knowledge, and On-Demand Delivery.
 - Five “no regret” strategies.

As Fall semester draws near, some of the exciting highlights this academic year. Emerging talents, innovative concepts, and inspiring projects await, and together, we will embark on a journey of discovery and learning.

- College of Arts and Media hosted the prestigious West Virginia Governor's School for the Arts for the seventh time. A group of 20 students accompanied by Dr. Zeli Rivas, a professor of Japanese, embarked on a trip to Tokyo, Japan, and Seoul, South Korea, with the aim of studying computer animation and anime/comics.
- Marshall University and West Virginia University were designated Centers of Excellence in Cybersecurity, and their undergraduate Cyber Forensics and Security program earned recognition as a Center of Academic Excellence in Cyber Defense by the National Security Agency.
- The undergraduate teacher preparation program earned an "A" grade from the National Council on Teacher Quality for its rigorous instruction in reading methods, and the college is ready to launch an internal reorganization pilot to improve program offerings.
- COHP Integrated Behavioral Health Center received licensure for the next two years, and the Master of Social Work program gained full accreditation reaffirmation for 8 years from the Council on Social Work Education.
- Over one-third of COLA majors are advancing toward graduation by enrolling in summer classes, with seventy-nine students completing their graduation requirements this summer.
- The Master of Forensic Science Program's 2023 cohort achieved #1 in overall performance on the Forensic Science Assessment Test (FSAT), maintaining a remarkable record of excellence.

- The Bill Noe Flight School expanded its operations with a new location at West Liberty University, providing high-quality aviation education to a wider talent pool.
- The LCOB Doctor of Business Administration (DBA) program successfully saw students from its inaugural cohort defend their dissertation proposals, paving the way for them to move on to data collection and analysis, adding to the program's academic achievements.
- The School of Pharmacy partnered with CVS to provide a regional technician preview day of the school.

In addition to our academic units, our numerous student support services, and programs report that:

- The Center for Student Success accompanied Provost Avi Mukherjee to deliver certificates to 135 campus personnel recognized for their contributions to student success and retention.
- Thirty Student Support Services (SSS) TRIO students attended summer school with supplemental grant aid assistance, focusing on improving academic standing and degree completion.
- The Intercultural and Student Affairs Division contracted with Ready Education to develop a new MU app, enhancing student engagement and communication. • Online Education is a state leader in the development and implementation of HyFlex classes. Diana Adams, Eric Himes, and Sandra Stroebel made presentations sharing our processes and the results of our pilot study completed in April.
- University librarians launched Herd Books, a new reading program to engage the Marshall community in sharing book recommendations for inclusion in the Recommended Reading site.

On behalf of Academic Affairs' administration and staff, extends invitation to join in celebrating the scholarly and creative achievements of faculty and staff, as well as the successes of students and alumni. Shares pride in the academic accomplishments that continue to enrich our university community. (see handout)

- **Student Update** (Walker Tatum)
 - Thanks to everyone for the experience in representing student population on the BOG.
 - Excited to be a student voice.
 - VP Elect Navaeh Harmon regretfully withdrew to concentrate on her commitments in representing West Virginia as the reigning Miss West Virginia.
 - New VP elect – Calli Yang.
 - Meeting for all student leaders with WVHEPC.
 - Assisted with increasing student recruitment / enrollment.
 - Mental Health Awareness.
 - VP working on Fountain Ceremony, has had first meeting in May to review emails and information for family members.
 - New Student Orientation – panel discussion – amazed at student feedback.
 - SGA retreat – Canaan Valley.
 - Attended the University address in Washington, DC.
 - The Homecoming Parade has been moved to a Friday after several suggestions from community, campus, and leaders. The parade will be on Friday, September 29th.

- **School of Medicine Update** (Dean Gozal)
 - Welcomed Class of 2027 to campus on July 26th. Consists of 72 medical students, 8 BS/MD and 1 MH/PhD. 57% are WV residents. Included are 4 first MD early assurance students.
 - Awarded 2.8 million HRSA grant to expand nurse practitioner fellowship.
 - Marshall to establish rural; internal medicine residency program from HRSA grant which will support the planning & development of 3-year rural internal medicine residency program at Holzer Health System in Gallipolis, OH.
 - MU hosted dozens of UG college students & educations for the 21st Annual WV-INBRE Summer Research Symposium on July 25th.
 - Upcoming fundraiser for SOM – Standing Out in Our Field Scholarship at the Barboursville Soccer Complex.

- **Shared Governance Report** (Dr. Robin Riner) Dr. Riner gave an overview of the outcomes of the Shared Governance Committee which was established in April 2022.
 - Structure.
 - Why it's important to the BOG.
 - Perception
 - Process
 - Efficiency
 - Buy-In by all constituency groups.
 - Work taking place to improve Shared Governance and areas identified for improvement.

- **Athletic Committee** (Christian Spears)
 - Approval of BOG Policy GA-7.
 - Annual Athletic Calendar Wheel of how information will be presented to the BOG in six segments.
 - Presentation on executive summaries comparison. Presented Women's Basketball overview which has not occurred in the past and has taken some time to gather data.
 - Campus collaborations. Of mention:
 - Marshall Health – athletic training
 - Buck Harless Academic Advisor – Provost office.
 - Compliance & Student Services.
 - Mobile Mental Health – MANTRA with Student & Intercultural Affairs.
 - Energy Program – facilities.
 - Thundering HERD Studios – Information Technology
 - HERD Fuel – JMR Sodexo & Facilities and Operations
 - Sport Physical Therapy Program – School of Physical Therapy

 - Organizational Chart
 - Upcoming events (Fans First Match) initiative
 - Ticket Sales Update
 - Capital Projects Update

- **Finance, Audit, and Facilities Planning Committee** (Matt Tidd & BOG Committee Chair - Geoff Sheils)
 - Approved naming of the New Academic Health System – Marshall Health Network Inc.

- Finance update by Matt Tidd. (see report)
- Facilities & Operations update by Brandi Jacobs. (see report)
- Internal Audit update by Perry Chaffin. (see report)
- **Presidents Update** (Brad Smith)
 - Report will be focused on singular theme
 - Velocity of Ideas to Impact
 - Today's fast changing world (LLM) Large Language Models, AI, ChatGPT
 - How to harness benefits & downsize any harm. Shifts affecting higher education (flagship university financial restructuring to a private university closing its doors)
 - MU has been transparent on our position & we've been busy implementing strategic initiatives to reverse 13 year decline in enrollment.
 - Can't diet our way to success, it's not a turn-around but a transformation.
 - Student recruitment (student pipeline, 2025 cliff, interest in college or how college degree will help achieve goals)
 - Focused on programs, offering in-demand and available on-demand, emphasis on online and hybrid options, certificates & micro-credentials.
 - How to incorporate new technology like ChatGPT into programs methods.
 - Marshall for All, Marshall Forever – strategic roadmap to future prosperity
 - Ideas to impact
 - Increased access SEM expand to 10 different student groups tailored to their experiences (Metro and online already ahead of forecasts)
 - Affordability. Grow Students not Fees. New tuition rate for Ohio & Kentucky 100 mile radius.
 - Grow student support programs. Advising (peer, academic, professional, alumni)
 - Deliver on-demand access. Working with faculty to ensure appropriate technology to deliver high quality, educational experience in Hybrid world.
 - Lifetime achievement. Internships for students and jobs for graduates.
 - Matt James – doubled number of active Alumni Chapters across country.
 - Six areas of distinctiveness.
 - Cyber Security & Forensics
 - Health Sciences
 - Advanced Manufacturing
 - Advanced Energy
 - Aviation
 - Economic Development & Entrepreneurship
 - Baseball field nearing completion
 - State-of-the-art video board for football
 - Marshall for All, Marshall Forever goal that no student graduate with debt in 10 years. 100 students selected for pilot program.
 - Once announced, distinguished son of Marshall – Jim Smith & his wife Pam gave a gift of \$2 million to fund first 100 student pilot for four year college journey. This program will change lives in ways not imaginable. Stories have been shared by these students. Video presentation of one of the students. (eye-opening and inspirational journey)
 - Heavy lift ahead.
 - This is not a job for anyone, it's a calling.
 - Accelerate "ideas to impact"

- Setting course for stronger MU
 - 21st Century Platform
 - Thanked administrators, faculty, staff, and students.
 - Thanked Jim & Pam Smith once again for their contribution.
 - Marshall team sport – together we're making impact
- **Entered into Executive Session:**
 - Return from executive session, no votes or action taken.
 - Resolution read. Naming opportunities for Baseball spaces (locker rooms, etc.) Motion approved.
 - **Chairman Report:** (Geoff Sheils)
 - Thanked everyone involved in planning the retreat for August 7th.
 - Great two days that was informative, impactful, and productive.
 - Brad and Team making massive impact.
 - Excitement and transformative.
 - Please go back and re-read the President's updates in the minutes, impressive things taking place.
 - Thanked all who traveled to retreat and board meeting.

Future Meeting Dates

October 11, 2023

December 13, 2023

February 7, 2024

April 10, 2024

June 12, 2024

Meeting adjourned 11:40am

Announcements

Should Staff Council participate in the homecoming parade? – That is something we can look into.

Minutes taken and prepared by: _____
Katie M. Counts, Program Assistant, Classified Staff Council

Minutes approved by: _____
Tony Waugh, Chair, Classified Staff Council

Minutes read by: _____
Brad D. Smith, University President